40,000

15,000

January 30th, 1915

Dear Sir:

I have read with such interest the leader in the issue of Jan. 22nd for which I assume that I am indebted to your courtesy. It is very satisfactory to observe that you take a friendly attitude to the University, and that your criticisms are actuated by good-will. I have therefore felt that I should like to write you at length on this matter, not for publication but for your own perusal.

In taking the position that the University Governors must recognize the present financial condition of the country you are quite reasonable, and this has been done, for during the present academic year, since the opening of the war, we have cut down our expenses to a minimum. However, I think that I can show you that it would be extremely injurious to the University if the Government were arbitrarily to set a figure beyond which the University expenses should not go. Let me outline for you the causes of expenditure:

Non-controllable

(a) Fernanent charges for buildings authorised by the Government.

Sod,000 Economically built and absolutely necessary to house the growing numbers of students. No new buildings have been begun within the last three years. Unlike other Universities we have out of our income to pay interest on 40 year depentures

for the erection of these buildings.

(b) For the heating and lighting of the buildings. A great saving since the new central system has been installed, the cost having dropped from 41 cents per so. ft. of radiation to 21.15 cents.

(c) The Royal Ontario Nuseum.

Half of this is paid by the Ontario Government, an arount agreed upon annually. We used it for our teaching Jurposes also.

(d) The Residences and Dining Halls, self-supporting 53,600.

Partly-controllable.

- (a) Salaries for members of the Staff and servants
  65% of the total expenditure apart from the
  self-supporting institutions.
- (b) Waintenance of buildings (cleaning, repairs) laboratories, Library, administration apart from salaries

198,700

\$557,800

That item for salaries may seem large, but on analysis it is divided by into those of the teaching staff and the administrative offices. It must be remembered that the university is educating 4200 students in attendance, there being no large number of summer session students, as in the American Universities, whose instruction is comparatively cheap. We have reserve 2000 students in Arts, the expense of the costly departments being borne by the University of Toronto, — the scientific side and all the latoratories, and the large Library necessary for such varied and extensive work, in addition to all University College itself: 645 students in Medicine and as many in Applied Science, — toth very expensive for maintenance. With our many degrees, the complicated collegiate system and the different courses; in Arts, the administrative work is very heavy and after careful consideration I do not see how our already overworked staff can be reduced.

On the teaching side the staff may seem to be large, but if you eliminate the medical teachers, who are numerous but who receive only honoraria for their instruction, it will be found that relatively to the number of students taught we have a small staff. As you know a teacher can not do justice to individuals in large classes. Under the departmental regulations for our Collegiate Institutes thirty pupils to a teacher are regarded as enough for him to deal with, yet we often double that in our language teaching. For practical laboratory work a demonstrator should not have more than twenty at the outside. As compared with the good American Universities we are understaffed.

The other cause of our expenditure on salaries is their scale. If you compare them with those of any large American University, especially in a city of the size of Toronto with its cost of living, you will discover that our scale of salaries is modest. At the bottom we find it extremely difficult to get good men to come and to stay with us. Unless we promote the best we lose them. In the intermediate ranks and at the top we are constantly having men tempted away be larger salaries, and in spite of what is commonly supposed, the supply of good men for academic positions especially Canadians is small. During the last few years other professions have offered much more lucrative inducements. Unless then we are to be content with a deteriorating staff we cannot reduce salaries.

Wany years ago the plan was adopted of giving annual increments of \$100 a year to each teacher within certain grades. The necessary addition to the staff on account of incoming students and expanding departments and the promotions involve therefore an increase in the total amount paid every year in salaries.

As to maintenance, the cost of supplies has been constantly rising as well as labour. Buildings must be cleaned and kept in repair; laboratories must be supplied for students who pay fees, apparatus be installed for them to work with, and a certain amount must be set aside for the research work of professors. But I may assure you that these estimates are carefully scrutinised and pared down every year.

As to departments. No new faculties have been added since the reorganisation nine years ago. Within these a few new departments have been added from time to time, but only to meet necessary requirements so that in Negicine and Applied Science especially our students may be kept up to the standards of the professions.

If you could look through the University department by department you would discover not extravagance, but many places where we are not doing justice to the student and the province because being cramped for funds we have to leave some things unfinished or others unattempted that ought to be undertaken.

Probably the nost obvious proof that we are running on a very low income considering the size of our student body, is a comparison of the cost per student in the larger American, or English provincial universities with ours. I enclose a calculation I made two years ago. To-day our cost per student has risen to \$206. What there is now I among Jay,

If then the work already undertaken has to be continued and if it cannot be done more cheaply unless the youth of our country are to get an inferior education, what is the Province to do?

- (a) Limit the number of students? Put we have put up standards so rapidly during the past five years that we are getting complaints drom the country. And to turn back students from the Provincial University after they have passed our high standards of entrance would not be tolerated I believe.
- (b) Increase the fees? But in Medicine they are as high as in most first class Universities. If in Applied Science and Arts they were to be seriously raised students would go to cheaper institutions and our income would not be increased nor the overhead charges appreciably lessened.
- (c) Neet the deficiency from provincial revenues. If the Succession duties had maintained the standard they reached a faw years ago we should not now be where we are, but they kept falling for several years just when our expenses were growing because of our rapidly increasing

4 student body. The University can never forget the irrense benefits conferred upon it by Sir James Whitney and his Government. In a period of necessity it found a generous benefactor, but it would be a thousand pities to check its course when it had been launched so happily upon a new era of prosperity. Yours sincerely, Fresident. J. E. C. Whalley, Fso., B.A., Editor, "Review", Peterborough, Ont.

## University of Toronto.

There thought felt that I showed like to until fun of Le Inview of your length on their water, with pubheaten ht for Jun own perusal. Dear Jui -I have read with much interest the leader in for the issue of - for which I assume that I am in collect to your constany. It is very Satisfactory for to observe that I'm take a friendly attitude to the huversty a that your criticisms are actuated by good will I the positions take you take with regard to the Expenditure of the Aran offerences touch at first sight was appear on taking the position that the university Governors must recognize the present financial conditions of the country for are quite reasonable, and this has been done to during the present year Since the offening I the war we have cut down our 2x penses to a minimum. However I think that I can show you that it would be Extremely injurious for the forenument, astublants to set a figure beyond which the university superses should not go. Let me onthine for Ju the controlable tuncontrollable source courses of & penditure how Controllede (a) Bermanent charges for buildings authorized by fremunt Economically built. I adorthold weers to house the priving weathers of I hideals. No new Sites we have to pay wheat in 40 year debentures on for the Exection of these truedrip -\$ 66,000 (6) For the heating olighting of the Building - a great \$ 40,000 Jaaring Since the set hew say control system has been installed the contraving dropped for 48 cent per 53 pt of sadult to 21.15 less. by the Ontario fremment - an awant agreed upon enually. × 15,000 we use it for an teaching purposes also. \$ 53. Sept (2) (d) The Cordenes & Driving Hallo, Self Sapporting Pasky Controllable

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## University of Toronto. PRESIDENT'S OFFICE.

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## University of Toronto.

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